



**Contact Tracer Assessment
Report**

**Candidate:
John Sample**

**Date:
05/12/2020**

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The following pages represent a report based on the results of a psychological assessment. The profile presented below summarizes key results in each area compared against general population norms (indicated by the descriptors Low, Below Average, Average, Above Average, and High) and with norms for high performers in the type of job for which the candidate is applying (indicated by the shaded areas). The candidate's score is indicated by the diamond symbol: ◆

ALL RESULTS SHOULD REMAIN STRICTLY CONFIDENTIAL

	Low	Below Average	Average	Above Average	High
Agreeableness			◆		
Assertiveness			◆		
Conscientiousness			◆		
Customer Service Orientation			◆		
Emotional Stability / Resilience		◆			
Empathy			◆		
Extroversion				◆	
Independence				◆	
Integrity			◆		
Intrinsic Motivation			◆		
Nurturance		◆			
Openness to New Experience			◆		
Orderliness / Detail Mindedness			◆		
Work Drive				◆	
Overall Cognitive Aptitude					◆

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Cognitive Aptitude Assessment

Compared to general adult norms using standardized tests which were validated for a wide range of positions, we estimate John's overall level of general intellectual aptitude to be in the **70-79 percentile** range. His individual aptitude levels are:

Abstract Reasoning	70-79%ile
Numeric Reasoning	60-69%ile
Verbal Reasoning	60-69%ile

John has an above-average level of general cognitive aptitude. He should be able to handle the problem-solving demands of this job in a capable manner.

Explanation of Cognitive Aptitude Scores:

The aptitude scores in this section reflect percentile rankings -- not percent correct on the test. With percentiles, the average is the 50%ile. Half of the people score below this score and half score above it. As another example, if a person scores 80-89%ile on a specific test in this report, it means that they scored as well as or better than 80-89% of the norm group, but not as high as 11-20% of the norm group.

The **Overall Cognitive Aptitude** is an average of the separate aptitude sections given to this candidate.

The lower the Overall Cognitive Aptitude score, we predict that the candidate will have difficulty learning new information and making decisions. For example, if they are well experienced in their occupation, they may be able to continue to perform well practiced tasks adequately, but have difficulty learning new things. As such, they will need additional training time and more support from supervisors. People who produce lower Overall Cognitive Aptitude scores generally prefer tasks that call for specific responses rather than ones requiring insightful solutions. They are also slower in processing information and are often easily overwhelmed by complex problems, especially ones they have not dealt with before.

The higher the Overall Cognitive Aptitude score, the more we predict that the candidate will learn quickly, pick up a lot of new information on their own without needing to be trained, handle a large information load easily, make decisions in an efficient manner, and show a great deal of insight about how to solve new and complex problems.

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Personality Assessment

Strengths:

- For the most part, he is agreeable and easygoing at work. John will usually avoid disagreements, conflict, and arguments with other people.
- John has an average level of assertiveness. He will sometimes address tough situations directly and stand up for what he believes in, though he is also willing to accommodate to the preferences and demands of others.
- He is usually a person who keeps his word and does what he says he will do, when he says he will do it. However, John also shows a fair amount of discretion in how he meets his commitments and when he does so.
- John has good intentions for providing appropriate levels of service to your client population, and will be receptive to blending into an organization that sets a high standard for excellent customer satisfaction.
- He tries to look at both objective factors and subjective considerations when making decisions. John places importance on not only personal feelings, but also empirical data and logical relations in determining a course of action.
- John registers as being outgoing, cordial, and friendly in his job-based interactions. He is usually a good communicator who relates pleasantly to other people.
- He is somewhat prone to work independently. He usually prefers to be self-sufficient on his job, without having to rely much on other people.
- John registers as being motivated by intrinsic factors on his job, so he will take a some personal pride in his accomplishments and enjoy daily tasks. However, financial incentives do serve some motivating potential for him.
- His openness to change is in the average range. John is not closed to new ideas and procedures in the workplace; but he needs an explanation and rationale for making a change from standard operating procedures. John will probably require some persuasion to get him to try new procedures and techniques on his job.
- He is reasonably organized and systematic in his work. John is also flexible and adaptable, adjusting his style to changing job circumstances.
- With an above-average work drive, John works energetically and persistently to fulfill job responsibilities. He is usually willing to extend himself, when necessary, to meet heavy or irregular job demands, including working long hours.

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Developmental Concerns:

- In stressful situations, he can sometimes come across to others as disagreeable or difficult to get along with. John may need to make more of an effort to be courteous and pleasant in all of his interactions with others in the workplace.
- John may need to be more strong-willed and assertive in some situations. He should let others know what he really thinks or feels about things at times.
- John sometimes acts in ways that others see as undependable. He may need to reduce the gap between his stated intentions and actual behavior.
- John could probably put a more emphasis on customer satisfaction in his work. He does not put a great deal of energy into going the extra mile to ensure satisfaction of patients and their families.
- He is not very emotionally resilient or well-adjusted. John may become rattled, frustrated, or destabilized by job stress and pressure.
- John's score on the integrity dimension was in the average range. While this does not necessarily predict a future problem, it points to the need for a good on-the-job orientation and training about how to handle various situations, including "gray areas" in a manner that reflects the company's concern for integrity and rule-adherence.
- If this job requires that the staff demonstrate a great deal of nurturance and helpfulness, John may not always be able to perform up to your standards. He may get annoyed or frustrated by people who have intensive needs.
- John could be a bit more willing to experiment with new ideas and procedures on his job. He may need to focus on being more interested in professional development and continued learning.

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INTERVIEW QUESTIONS

After reviewing the assessment results for this candidate, you may want to conduct a structured interview to further explore and clarify some specific concerns. The interview questions listed below reflect areas of concern raised by the assessment results. You should keep asking questions until you have gained confidence in your assessment of the candidate. You can use some or all of these questions when interviewing the candidate. You will probably want to customize these questions to best fit your style and what you already know about the candidate as well as the job for which s/he is being considered. Most of these are behavioral description items which ask the candidate to describe specific behavior on the job. Some additional probes which you might want to use with individual questions are:

- * When did this take place?
- * What factors led up to it?
- * What were the outcomes?
- * What did others in the organization say about this?
- * How often has this type of situation arisen?
- * How would you handle it differently in the future?

ASSERTIVENESS

- Describe a time when you took charge of a difficult situation in your organization and turned it around into a success.
- Describe a time when you spoke up on a matter of importance to you, even though you knew it would not be well-received or when others in the company opposed you.
- Tell me about a time you took the initiative to get a project started or to complete it in a timely manner.
- What would you do if you felt that your boss had been ignoring you or not paying attention to your ideas?
- Describe a time when you successfully confronted a problem situation that others had trouble dealing with in the past.
- Tell me about a time when you effectively negotiated with upper-management to get them to accept your recommendation over the recommendations of others.

EMOTIONAL STABILITY/RESILIENCE

- Tell me about a time when you had to keep on working despite having some problem or concern weighing on your mind. [Probes: How long did it go on? How was it resolved? How often has this kind of thing happened in the last six months?]
- Stress is a natural part of most work environments these days. Describe a situation where some significant form of stress has impacted you on your job and how you dealt with it.
- Describe a situation where you learned to live with something stressful at work.

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INTEGRITY

- What would you do if you discovered that a coworker had been taking home office supplies without permission and without telling anyone?
- Under what conditions would it be acceptable to ignore or bend a company rule or policy?
- Describe what you would do if your boss asked you to keep quiet about some data he or she was falsifying for the annual company report.
- Under what circumstances would it be OK to claim a sick day (even though you were not sick) to deal with a personal problem at home?

NURTURANCE

- Tell me about a person with whom you have been in a care giving relationship . How was it difficult for you? How was it rewarding?
- Tell me about a person who has depended on you for service of some kind . What did you do for them? In what ways did you try to take care of their all of their needs -- not just the immediate request? (Listen for someone who tries to understand what the other person is going through and who tries to do something extra to deal with the objective need as well as the emotional needs.)

ORDERLINESS

- All of us learn from our errors and mistakes. Tell me about the most recent error or mistake you learned from. [Probes: What was the error or mistake? What did you learn from it? What did you do to prevent it from happening again?]
- Tell me about a time when your organizational skills paid off and helped solve or prevent a problem at work.
- Sooner or later all employees have to make some trade-offs between working quickly and doing a sufficient quantity of work versus working precisely and doing work of the highest quality . Tell me about an occasion at work when you traded off quality for quantity or when time constraints forced you to compromise on thoroughness or attention to detail. [Probe: How did you feel about having to make such a trade-off?]
- Describe the most significant thing you have done to help yourself become better organized on your job.

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